



***What got us here,  
won't get us there.***

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EVP/Konserndirektør  
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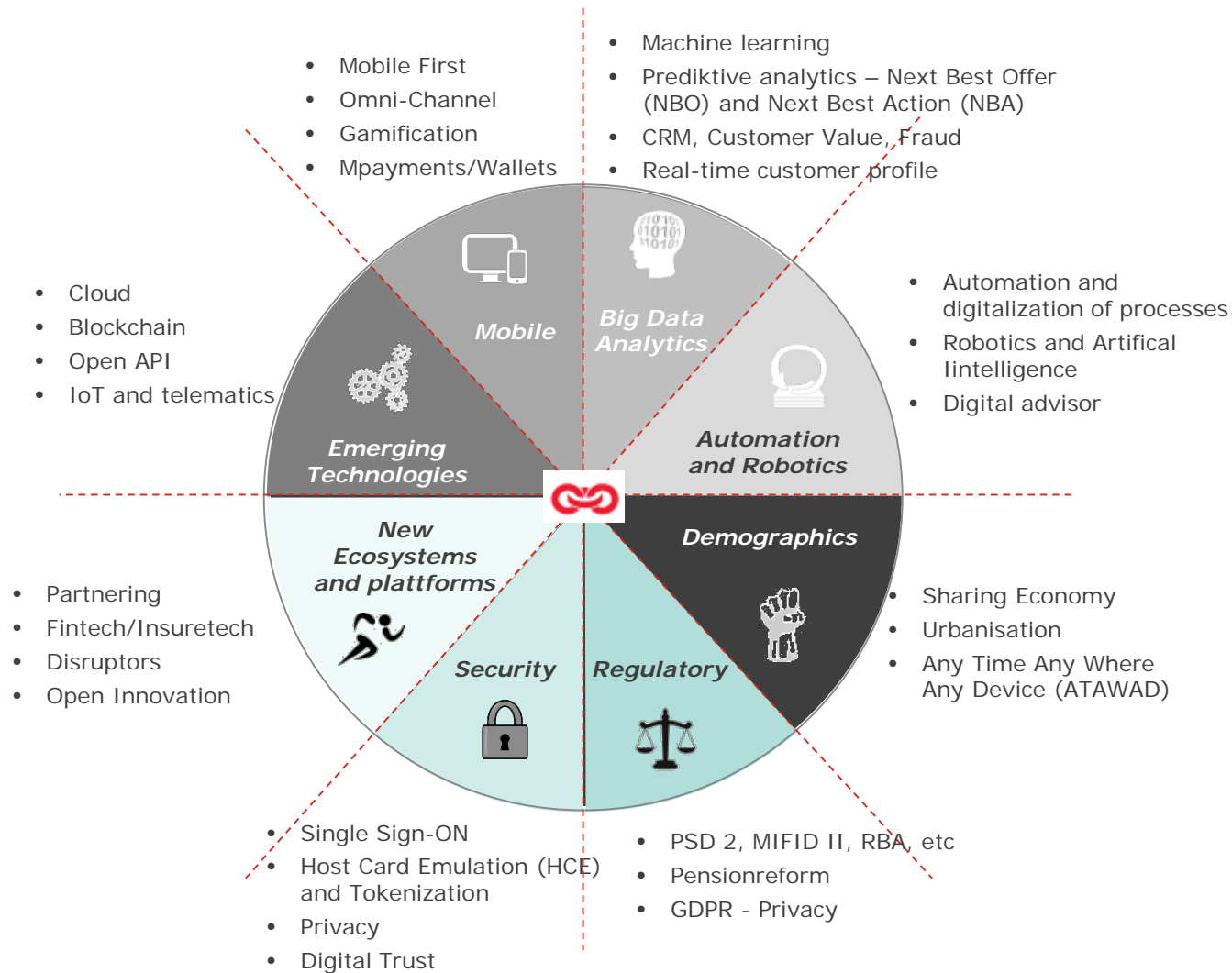
Odd Arild Grefstad  
**Konsernsjef**



## Storebrand – the world's most sustainable insurer

Storebrand was named the world's most sustainable insurance company, and the second most sustainable company in any category, at the World Economic Forum 2017. We are proud and humbled. Proud, because sustainability is at the core of our business. Humbled, because we work hard every day to give our 1.9m pension customers a future to look forward to.

# Storebrand Technology Radar



***“We didn't do anything wrong,  
but somehow, we lost”***

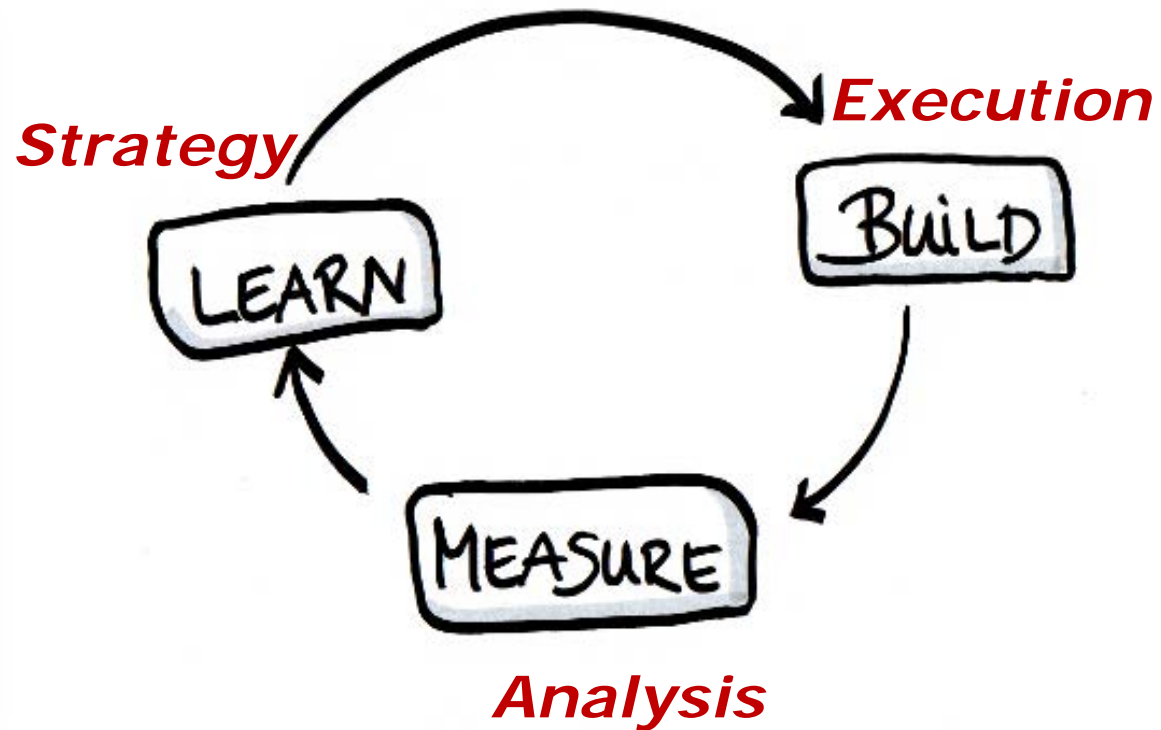
Nokia



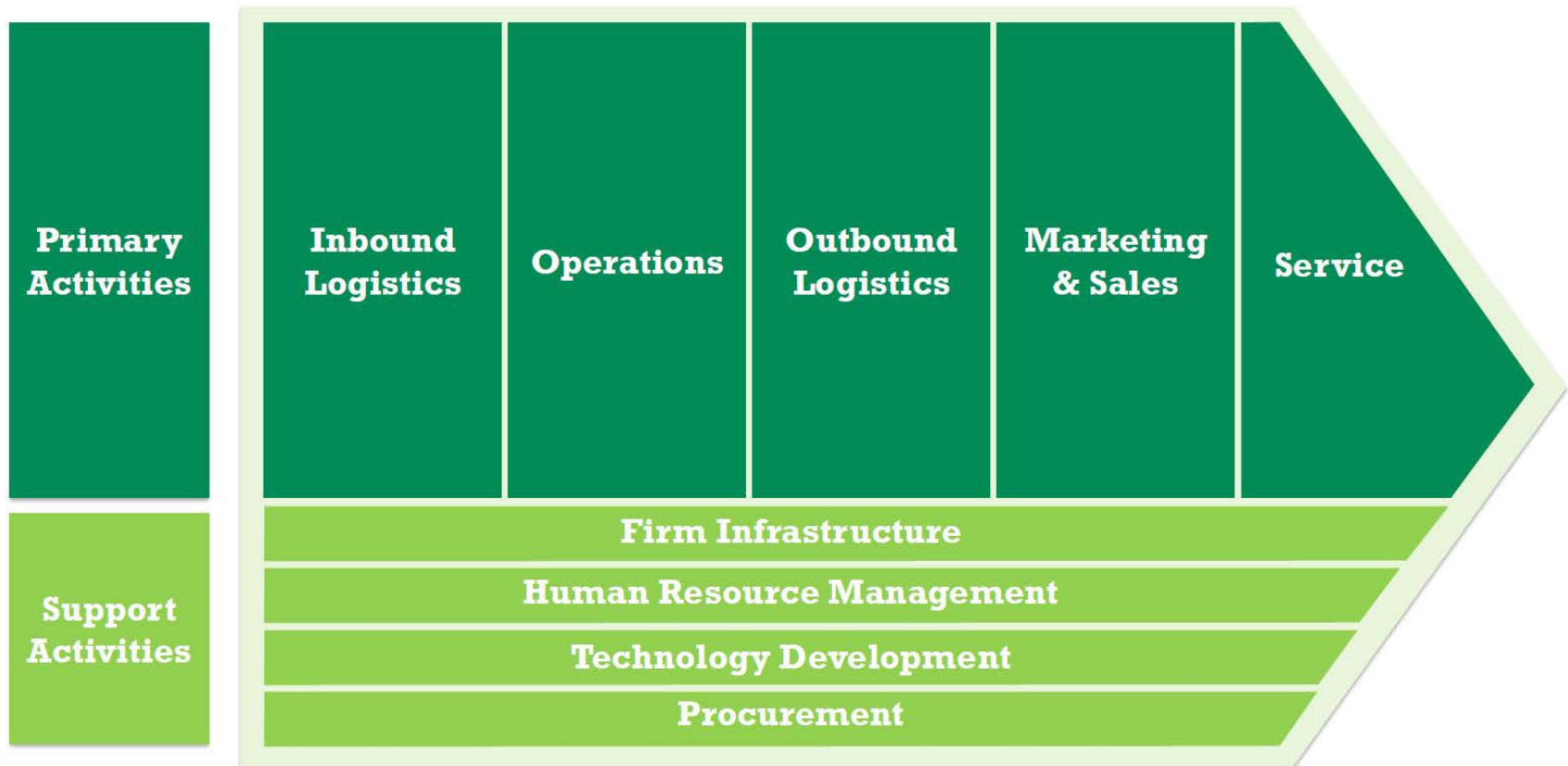
**Strategy** is about how to turn **technology advances** into significantly improved **financial performance**



WE HAVE A  
STRATEGY,  
IT'S CALLED  
DOING  
THINGS

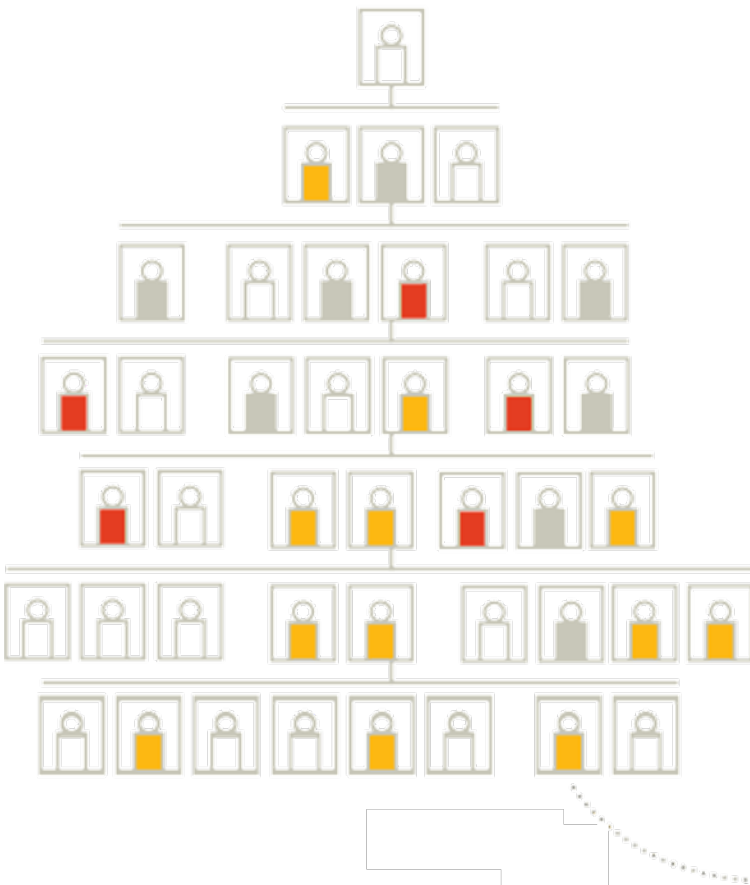


# Textbook Company Value Chain

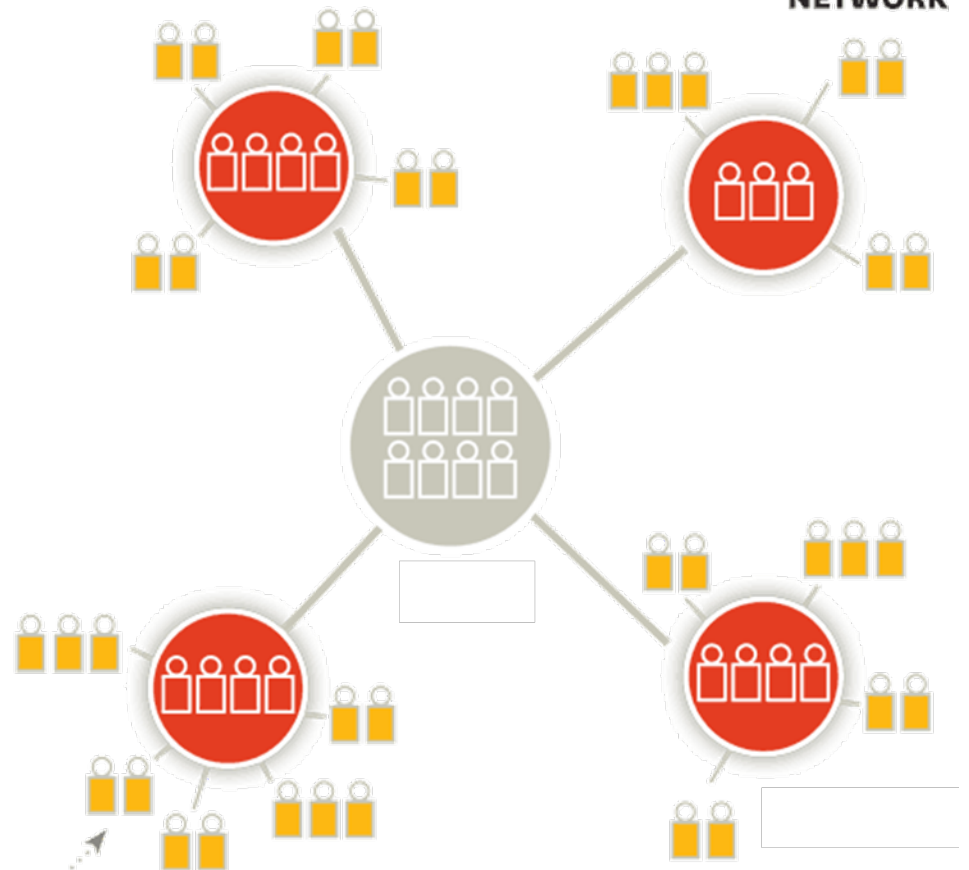




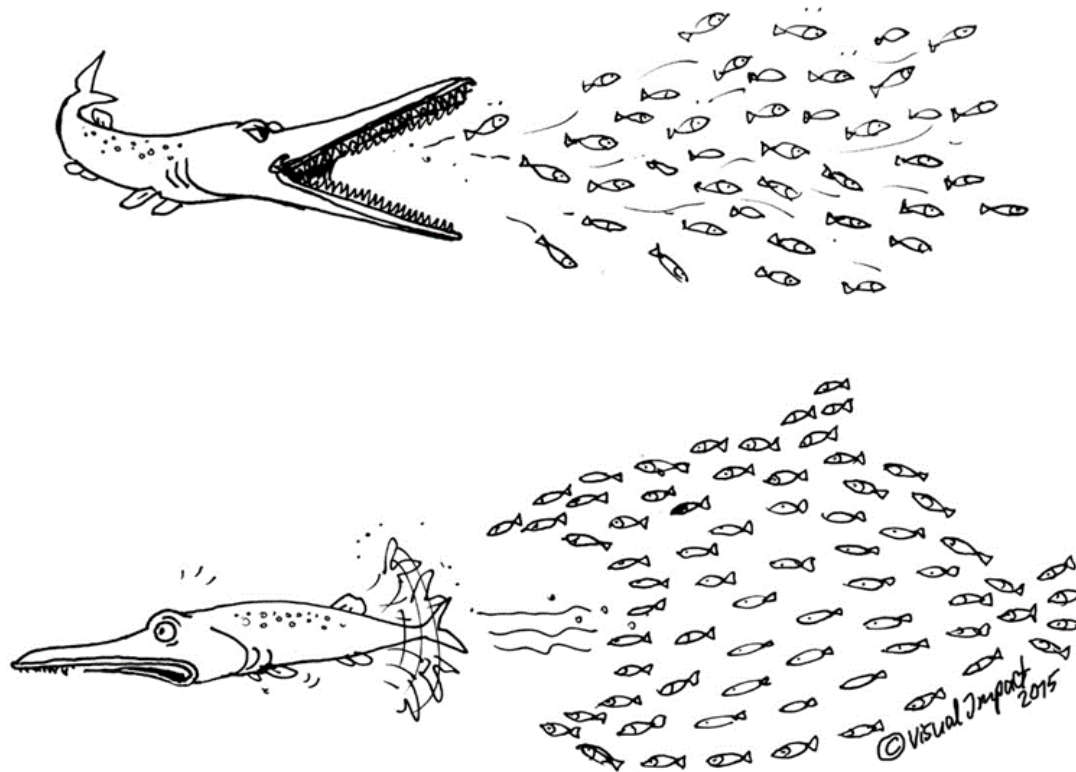
## HIERARCHY



## NETWORK



**It's not the big that eat the small-  
- it's the fast that eat the slow**



Intent

Alignment

Autonomy

Action



*Purpose > Plan*

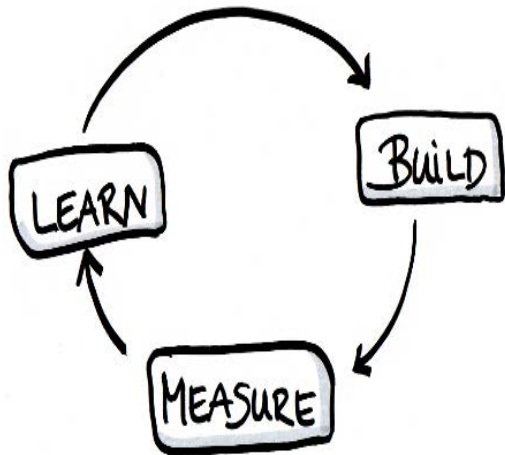
*People > Process*

*Collaboration > Authority*

*Agility > Predictability*

*Leadership > Management*

# *What got us here, won't get us there.*



***1) Strategy & Execution***

***2) Organization & Way of Working***

***3) Alignment & Autonomy***